

Air Force Fellows Objectives

Competency	Subcompetency	Definition
Organizational		
Employing Military Capabilities	Operational and Strategic Art	<ul style="list-style-type: none"> Understands and applies operational and strategic art in conventional and irregular warfare, peacekeeping, and homeland defense operations Demonstrates expertise in integrating and leveraging doctrine, concepts and capabilities within an effects-based approach to operations Utilizes innovation and technology in the employment of lethal and non-lethal force
	Unit, Air Force, Joint and Coalition Capabilities	<ul style="list-style-type: none"> Considers and applies capabilities of the Air Force across air, space, and cyberspace Understands how Air Force capabilities relate and complement other service capabilities Understands interdependencies and interoperability across services, agencies, departments and coalition partners
	Non-adversarial Crisis Response	<ul style="list-style-type: none"> Recognizes the national security implications of peacekeeping operations, humanitarian relief operations and support to civil authorities, both foreign and domestic Understands the need for engagement before and after warfighting/crisis response, the need for integrated involvement with interagency and multinational partners and the need for multipurpose capabilities that can be applied across the range of military operations
Enterprise Perspective	Enterprise Structure and Relationships	<ul style="list-style-type: none"> Understands the organizational structure and relationships between the Air Force, the Department of Defense, Joint Staff, the joint commands, the defense agencies, and other elements of the defense structure Understands how one's function or unit fits into its parent organizations Understands how one's parent organization relates to its external environment—supporting and supported organizations, the public, Congress, etc.
	Government Organization and Processes	<ul style="list-style-type: none"> Understands essential operating features and functions of the Air Force, DoD, the national security structure, other related executive branch functions, and Congress, to include: leadership and organization; roles of members/committees/staffs; authorization, appropriation and budget processes; acquisition policy and procedures; interdependencies and relationships
	Global, Regional and Cultural Awareness	<ul style="list-style-type: none"> Conscious of regional and other factors influencing defense, domestic, and foreign policy

		<ul style="list-style-type: none"> • Seeks to understand foreign cultural, religious, political, organizational and societal norms/customs • Develops linguistic skills
	Strategic Communication	<ul style="list-style-type: none"> • Informs and appropriately influences key audiences by synchronizing and integrating communication efforts to deliver truthful, timely, accurate, and credible information, analysis, and opinion • Formulates the institutional message, telling the Air Force story
Managing Organizations and Resources	Resource Stewardship	<ul style="list-style-type: none"> • Identifies, acquires, administers, and conserves financial, informational, technological, material, warfare, and human resources needed to accomplish the mission • Implements “best practice” management techniques throughout the organization
	Change Management	<ul style="list-style-type: none"> • Embraces, supports, and leads change • Understands the change management process, critical success factors, and common problems and costs • Perceives opportunities and risks before or as they emerge
	Continuous Improvement	<ul style="list-style-type: none"> • Originates action to improve existing conditions and processes; using appropriate methods to identify opportunities, implement solutions, and measure impact • Supports ongoing commitment to improve processes, products, services, and people • Anticipates and meets the needs of both internal and external stakeholders
Strategic Thinking	Vision	<ul style="list-style-type: none"> • Takes a long term view and builds a shared vision that clearly defines and expresses a future state • Provides innovative and creative insights/solutions for guiding and directing organizations to institutional needs • Formulates effective plans and strategies for consistently achieving goals and maximizing mission accomplishment • Anticipates potential threats, barriers and opportunities; encourages risk-taking
	Decision-making	<ul style="list-style-type: none"> • Identifies, evaluates, and assimilates data/information from multiple streams and differentiates information according to its utility; uses information to influence actions and decisions • Uses analytic methods in solving problems and developing alternatives • Makes sound, well-informed and timely decisions despite conditions of ambiguity, risk and uncertainty • Analyzes situations critically to anticipate 2nd and 3rd order effects of proposed policies or actions • Establishes metrics to evaluate results and adapts/implements

		feedback
	Adaptability	<ul style="list-style-type: none"> • Maintains effectiveness when experiencing major changes in work tasks or environment • Adjusts to change within new work structures, processes, requirements and cultures • Responds quickly and proactively to ambiguous and emerging conditions, opportunities, and risks
Competency	Subcompetency	Definition
People/Team		
Leading People	Develops and Inspires Others	<ul style="list-style-type: none"> • Helps and motivates others to improve their skills and enhance their performance through feedback, coaching, mentoring and delegating • Empowers others and guides them in the direction of their goals and mission accomplishment • Inspires others to transcend their own self-interests and embrace personal sacrifice and risk for the good of the organization and mission
	Takes Care of People	<ul style="list-style-type: none"> • People first - attends to the physical, mental, and ethical well-being of fellow airmen and their families • Creates an environment where Airmen take care of Airmen 24/7, 365 days a year, including your leaders, peers and subordinates; integrates wellness into mission accomplishment • Establishes work-life balance through time management and setting clear expectations/priorities
	Diversity	<ul style="list-style-type: none"> • Leverages the value of differences in perspectives, approaches, preferences, race, gender, background, religion, experience, generation, thought, and other factors • Leverages diversity for mission accomplishment and fosters a tolerant environment • Shows respect for others regardless of the situation; treats people in an equitable manner
Fostering Collaborative Relationships	Builds Teams and Coalitions	<ul style="list-style-type: none"> • Builds effective teams for goal and mission accomplishment and improves team performance • Contributes to group identity while fostering cohesiveness, confidence and cooperation • Sees and attends to the interests, goals, and values of other individuals and institutions • Develops networks and alliances that span organizational, service, department, agency, and national boundaries
	Negotiating	<ul style="list-style-type: none"> • Understands the underlying principles and concepts applied before, during and after a negotiation • Attains desired mission outcomes while maintaining positive,

		<ul style="list-style-type: none"> long-term relationships with key individuals/groups Uses appropriate interpersonal styles and methods to reduce tension or conflict between two or more people, anticipates and addresses conflict constructively, anticipates and prevents counter-productive confrontations Persuades and influences others; builds consensus; gains cooperation; effectively collaborates
Competency	Subcompetency	Definition
Personal		
Embodies Airman Culture	Ethical Leadership	<ul style="list-style-type: none"> Promotes Air Force Core Values (Integrity first, Service before self, Excellence in all we do) through goals, actions and referent behaviors Develops trust and commitment through words and actions Accountable for areas of responsibility, operations of unit, and personal actions Maintains checks and balances on self and others
	Followership	<ul style="list-style-type: none"> Comprehends and values the essential role of followership in mission accomplishment Seeks command, guidance and/or leadership while providing unbiased advice Aligns priorities and actions toward chain of command guidance for mission accomplishment Exercises flexibility and adapts quickly to alternating role as leader/follower; follower first, leader at times
	Warrior Ethos	<ul style="list-style-type: none"> Exhibits a hardiness of spirit despite physical and mental hardships – moral and physical courage Continuously hones their skills to support the employment of military capabilities Displays military/executive bearing, self-discipline and self control
	Develops Self	<ul style="list-style-type: none"> Assesses self to identify strengths and developmental needs Seeks and incorporates feedback on own performance; aware of personal impact on others Continually increases breadth and depth of knowledge and skills; develops life-long learning habits
Communicating	Speaking and Writing	<ul style="list-style-type: none"> Articulates ideas and intent in a clear, concise and convincing manner through both verbal and written communication Adjusts communication approach to unique operational environment and audience needs Effectively creates communication bridges between units, organizations and institutions
	Active Listening	<ul style="list-style-type: none"> Fosters the free exchange of ideas in an atmosphere of open

		<p>exchange</p> <ul style="list-style-type: none">• Actively attempts to understand others' points of view and clarifies information as needed• Solicits feedback to insure that others understand messages as they were intended
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